



CASSIOPEIA NKANI

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CASSIOPEIA – BRINGING 5 STAR QUALITY HEALTH CARE SERVICES TO THE 5 TARGET HOSPITALS FOR UHC

JICA - THE PROJECT FOR STRENGTHENING MANAGEMENT CAPACITY OF GENERAL HOSPITALS IN LUSAKA DISTRICT



Mr. Hara helping participants with Balanced Score Card (BSC) formulation at the Chawama General Hospital BSC workshop on 31 Aug 2022

**HOSPITALS
REAFFIRM THEIR
GOALS AND TAKE
OWNERSHIP OF
THE BALANCED
SCORE CARD**

**DISCUSSION
OF THE
POTENTIAL FOR
COLLABORATION
WITH THE
NATIONAL HEART
HOSPITAL**

**PHOTO FOCUS:
CARDIAC CT
GUIDELINE
HANDLED OVER TO
THE DIRECTOR
CLINICAL CARE
MINISTRY OF
HEALTH**



HOSPITALS REAFFIRM THEIR GOALS AND TAKE OWNERSHIP OF THE BALANCED SCORE CARD

The common goal of all healthcare providers is to provide quality of care. The cornerstone of this is to clarify the goals that the hospital aims to achieve, create a concrete plan to achieve these goals and build a strong organisation to implement them. The balanced score card (BSC) discussed in this article is a management system that helps to translate an organisation’s mission and vision into concrete actions as part of goal management, and the introduction of the BSC can provide a measurable, hospital-wide, detailed and clear action plan.



Ms. Nyanga discuss with Mr. Kaboso, Deputy HA of Chawama general hospital.

A turbulent environment impacted by population growth, technological changes, new epidemics and pandemics should not stop healthcare institutions from being strategic. This should give them an opportunity to be more thoughtful and strategic about their operations. In this light, the Project focuses on four key aspects to strengthen hospital management capacity for the provision of quality healthcare services which are: Hospital Management, Infection Prevention and Control, Supply and Management of Medical Equipment/Essential Medicine and Coordination (Ministry of Health, Provincial Health Office, District Health Office and the 5 general hospitals).

In terms of hospital management, the BSC is seen as a management platform, and through its formulation work, hospital management is made broader, deeper and more strategic. As the second year of the Project, we collaborate with MOH team aiming at a basic understanding of Hospital Management using the Balanced Score Card (BSC) as a useful management tool as well as the Plan, Do, Check and Act (PDCA) management cycle. The Balanced Score Card focuses on 4 perspectives; Customer, Learning and Growth, Internal Process and Financial. These bring out the mission and vision of a healthcare facility. It gives them an opportunity to visualize their strategic goals, simply put a balanced score card simplifies performance management and management.

The project held BSC workshops at each

facility. The meetings were held between 27th June, 2022 and 31st August, 2022. Chilenje General hospital was the first to hold the BSC workshop which was a great success. The staff were required to make presentations of the current status in each facility covering financial management, human resource, planning, internal and external processes management and coordination. The teams were then guided on how to use this information to generate a BSC that would in turn guide them on coming up with a specific measurable mission and vision to be achieved in three years’ time, not overriding the overall mission of the Ministry of Health (MOH) “To provide equitable access to cost effective, quality healthcare services as close to the family as possible”.

It was a good opportunity for the hospitals to reflect on their activities. The general comment from the facilities was that the BSC activity gave them a reminder of what was important for the hospitals, their aspirations as a team and opened up to team work in coming up with their mission in line with the ministry’s. All the hospitals were delighted to be engaged in such an activity and were optimistic that the end goal of the formulation of the BSC would be attained at the end of this process.

JICA Experts Ms. Nyanga and Mr. Hara, project members who were involved in the preparation of the BSC, said they were very impressed by the enthusiastic discussions among the hospital staff and look forward to working with them to further refine and implement the plan for upgrading the existing system.



Chipata General Hospital Staff presenting their work at the BSC workshop



Matero General Hospital BSC workshop



Kanyama General Hospital BSC workshop



Chilenje General Hospital staff pause for a group photo at the BSC workshop

DISCUSSION OF THE POTENTIAL FOR COLLABORATION WITH THE NEWLY OPENED NATIONAL HEART HOSPITAL (NHH)

The National Heart Hospital (NHH) was commissioned over a year ago by the government of the Republic of Zambia. The establishment of this facility was necessitated by the need to treat cardio diseases locally as opposed to patient evacuation and as well as promote growth in health tourism preparing for the Non Communicable Disease era. The visit to the National Heart Hospital by the project was made possible after a visit by the JICA Zambia Chief Representative who saw an opportunity for the facility to partner with the technical project; Strengthening of Management Capacity of General Hospitals in Lusaka District (Cassiopeia Project). The team was received by a team from NHH comprising of the Senior Medical Superintendent Dr. Chabwela Shumba, the Head of Clinical Care Dr. Agness Mtaja and Mr. Nkandu the Hospital Administrator. A brief background of project Cassiopeia was presented by the Chief Advisor as well as the current status of the implementation of activities by the project. The Senior MS NHH highlighted to the project team of their interest to set and implement Kaizen and 5s activities at the facility for efficiency in management. He said that the hospital was looking forward to tapping into the project's Hospital Management activities – output 1 on project goals. Dr. Shumba said it was very important that the hospital implemented best practices while in its infancy of operations.



The project team visited the National Heart Hospital (L-R: Mr. Hara, Mr. Nkandu, Dr. Shumba, Dr. Mtaja and Dr. Norizuki)



Editor and Newsletter design: Mutuna MUSONDA
Editor in-chief: Dr. Masataro Norizuki

CONTACT US:

JICA - The Project for Strengthening Management Capacity of the First Level Hospitals in Lusaka District

Plot No.11743A, Brentwood Lane, Longacres.

P.o. Box 30027, Lusaka, 10101, ZAMBIA

<https://www.jica.go.jp/project/english/zambia/023/index.html>

Email: cassiopeia.project.zm@gmail.com

Cell: +260 765 192 865 (official)

PHOTO FOCUS: Cardiac angiography CT guidelines developed in collaboration between NCGM(National Center for Global Health and Medicine, JAPAN) and UTH Adult hospital were provided to Director of Clinical Care, Dr. Alex Makupe from the Ministry of Health.